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PERSONNEL OFFICER TRAINING COURSE

Second Examination

18 December 1958

Name

KEY

(Do not write your name on any of the other pages.)

<u>Total Points</u>	<u>212</u>
1st week	49
2nd week	163
True-False	23
Multiple Choice	26
Matching	7
Short Answer	96
Discussion (3 Questions)	60

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General I

PERSONNEL OFFICER TRAINING COURSE

General Instructions: The examination will take most of the two hours to complete. Therefore, work rapidly, especially on the first items. If you find yourself spending too much time on an item move on to the next one and come back to the difficult item when you have finished the rest of the exam. The test is set up so that you move from items with a simple format to discussion questions. In view of this be sure to leave ample time for the end of the exam. BE SURE TO READ ALL INSTRUCTIONS FOR THE VARIOUS PARTS OF THE TEST CAREFULLY. THE WEIGHTING OF THE ITEMS IN THE TOTAL SCORE IS GIVEN IN PARENTHESES AFTER THE INSTRUCTIONS.

Instructions for True-False Items: Read each statement carefully. If the statement, as written, is essentially true, place a plus mark (+) in the blank space in front of the statement. If the statement is essentially false, place a zero (0) in the blank space in front of the statement. If you do not know the answer, guess. Your first response to items of this type is often the best.

(Items are worth one point each.)

- 089-a + Medical benefit payments to dependants overseas are paid from confidential funds.
- 057-a 0 TDY traveller overseas may have an injury or illness that falls under both the performance of duty and line of duty concepts.
- 009-a 0 Under the National Security Act of 1947 the Director of Security, CIA is responsible for protecting intelligence sources and methods from unauthorized disclosure.

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- + 150-a One of the values of Management Staff is the impartial objective review which they can give.
- 0 102-a All fulltime Agency employees are eligible to purchase GEHA coverage.
- + 101-a The Board of Directors of GEHA Inc. determines policy and is made up of 3 members from DDP, DDI and DDS.
- + 132-a A differential is an additional increment of compensation granted to personnel serving at "hardship" posts and as such is considered as taxable income.
- + 105-a Payments for reimbursements under the Specified Dread Diseases contract will be made regardless of the amount reimbursable under any other type of contract or from leave, B.E.C. etc.
- 0 109-a WAEPA and UELIC are both Group Term Life Insurance contracts, similar to World War II NSLI term insurance, and therefore cannot be converted to any plan the underwriter writes other than term insurance.
- + 108-a The only limitation from a physical requirement standard, in the case of a new employee applying within 60 days of EOD, is the nine month waiting period for maternity. (Mutual of Omaha)
- + 107-a X-rays, lab tests, etc. are reimbursable if they are necessitated by illness or accident and are performed in a hospital or authorized clinic.
- 0 114-a A Chief of Station who approves payment for transportation for an employee's R&R leave where Government owned transportation is not available is exceeding his authority and disciplinary action is mandatory under Section 109, Criminal Code.
- + 115-a For Standard R&R Leave all time away from Post will be charged, including travel time, and annual or compensatory leave will be charged.
- 0 116-a One trip per year for any two-year or extended tour will be authorized but only after the employee has served at Post for 12 months.

- + 117-a Payment of transportation for Special R&R Leave must be approved by Headquarters following coordination with the Medical Staff based on the recommendation of the Chief of Station.
- + 118-a Government-owned transportation will be used to the maximum extent possible on a space-available basis for R&R Leave travel. Commercial transportation may be used only after it is determined that Government-owned transportation is not available or is not in the best interests of security.
- 0 118-a When questions of organization arise, before engaging in consultation with the Management Staff the Personnel Officer should submit a formal request for a change.
- + 123-a A career agent is a type of contract employee.
- + 127-a A Contract Employee is entitled to Civil Service Retirement when he has transferred without a break in service from a position subject to Civil Service Retirement deductions to the status of an employee of the Government under contract.
- 0 130-a The Staff agent letter of appointment is a negotiated contract.
- 0 131-a Contract Agents may be granted standardized or special allowances or differentials as such.
- 0 133-a An allowance is a taxable increment granted to personnel to compensate for costs at the post.
- omit 139-a Each and every Agency staff employee is eligible to participate in the Language Development Program and, if qualified, to receive cash proficiency awards. *True except for employees denied Career Staff status.*
- + 141-a The Registrar Staff advises and counsels Agency Offices, Training Officers and individuals on training problems and answers inquiries from interested persons on training opportunities.

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Instructions for Multiple-Choice Items: For each of the following items there are several alternative answers. Only one of these alternative is correct. Indicate the one answer you think best fits the question or statement by marking an "X" through the letter that precedes your choice.

(Items are worth two points each.)

039-a The employee is notified that he is an Out-Placement candidate by:

- a. Special Assistant to D/Personnel
- b. Director of Personnel
- ☒ c. Head of his Career Service
- d. Chief, Personnel Operations Division
- e. His immediate supervisor

043-a The maximum length of time allowed for out-placing an employee is:

- a. One week
- b. One month
- c. Indefinite
- ☒ d. Determined jointly by the Head of the Career Service and the the Director of Personnel

072-a When proposed by the Head of an individual's Career Service, the action contemplated by Selection out is best described by which of the following?

- a. Termination of Agency Staff employment
- b. Reassignment (with or without down-grading) to another Agency component
- ☒ c. Removal of the individual from the Office of Career Service to which he is currently assigned, with further action depending on the results of the Selection out review
- d. Out-placement to another Federal Department or Agency.

003-a Which of the following does not constitute an item of legislation designed in part to implement personnel administration in the Federal Service?

- a. The Civil Service Act of 1883
- b. The Civil Service Retirement Act of 1920
- ☒ c. Employees' Personnel Administration Act of 1947
- d. The Budget and Accounting Act of 1921

001-a The legal framework of Federal personnel administration consists of a body of statutes, executive orders, and court and administrative decisions which have grown out of:

- a. The Civil Service Act of 1883
- ☒ b. Specific Public Needs and Interests
- c. Special Commissions such as the Hoover Commission
- d. There is no legal framework for personnel administration within CIA since the DCI does not have to obtain the approval of the Civil Service Commission on personnel actions.

- 147-a There are certain areas which are constantly being studied by the Management Staff. Which of the following is not currently under study.
- a. The ratio of clerical personnel to officers
 - ☒ b. The ratios of personnel optimal to Agency efficiency as derived from cost accounting methods
 - c. The ratios within operational areas, i.e., FI and PP
 - d. The ratio of technicians to generalists
 - e. The ratio of Headquarter's personnel to field personnel
- ~~149-a Which of the following are essential to the Personnel Officer's management orientation?~~
- ~~a. Recognition of problems in his own area which he can do something about~~
 - ~~b. Detailed knowledge about management problems and functions and how to deal with them~~
 - ~~c. An ability to remain detached from management and organization problems internal to any staff he is supporting~~
 - ~~d. Recognition of problems he cannot correct and the need to request outside management assistance.~~
- 142-a The only central record in the Agency of external training courses taken under sponsorship is maintained by:
- a. The Director of Personnel
 - b. The individual's Career Service Staff
 - c. The Office of Director of Training
 - ☒ d. The Processing Branch, Registrar Staff
- 156-a Military Personnel detailed to the Agency are here for:
- a. Two years
 - ☒ b. Three years
 - c. Four years
 - d. An unspecified tour to be terminated at the Agencies discretion
- 155-a Efficiency Reports on Military Personnel detailed to the Agency are prepared by:
- a. Military personnel with the Agency
 - b. Civilian personnel
 - ☒ c. Both military and civilian personnel if they are in the chain of command, i.e., if they are the immediate supervisors
 - d. The Officer himself

154-a The final selection of all Military Personnel detailed to the Agency is the responsibility of:

- a. The Military Personnel Division
- b. The unit Personnel Officer
- c. The Chief of support of each unit
- ☒ d. The operating official

153-a Military Personnel are requisitioned:

- ☒ a. From one service at a time
- b. From all services at the same time for each requisition
- c. Through civilian channels
- d. Only from the Army

152-a The mission of the Military Personnel Division is:

- a. To assist all civilian supervisors in preparing their efficiency reports on Military Personnel in conjunction with prescribed military standards
- ☒ b. The procurement, general utilization and administration of all military personnel detailed to the Agency
- c. To monitor overseas tours of all Agency personnel under official cover
- d. To supervise all operations that utilize military personnel

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044-a Which of the following is not necessarily considered a form of involuntary separation?

- ☒ a. Transfer back to active duty with one of the military services
- b. Disability retirement
- c. Medical disapproval
- d. Security disapproval
- e. Resignation in lieu of termination

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Instructions for Matching Items: In the following items you are to match the letter of the item on the left with the appropriate information on the right by placing that letter in the parentheses. There are no duplications or omissions. Each item on the left is to be used only once and matches some item on the right.

(Each item correctly matched is worth one point)

135-a Match the following types of allowances on the left with their descriptions on the right:

- a. quarters allowance
- b. post allowance
- c. equalization allowance
- d. separation allowance
- e. transfer allowance
- f. education allowance
- g. cover allowance

- (f) In lieu of this allowance the employee may be reimbursed for the travel expenses in sending his child to the United States.
- (c) Intended to compensate for the excess cost of living at a post compared to Washington, D.C., and is granted to employees under nonofficial cover denied access to normal Government privileges.
- (a) It may not be granted in the U.S. or its territorial possessions. It is intended to cover rent, heat, light, and cooking fuel.
- (g) Granted to an employee who for specific reasons is expected to live at a level higher than his GS salary would permit.
- (e) The employee must agree to accept overseas assignment again in the future and must refund any money received if he resigns within six months.
- (b) Granted to personnel under official cover to compensate for excessive living costs at the post as compared with Washington, D.C. This allowance is not granted where the cost of living is determined to be less than in Washington.
- (d) Paid to personnel who are compelled to maintain their dependants outside their country of assignment. Personal reasons such as domestic difficulties are not considered grounds for granting this allowance.

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Instructions for Short Answer Items: The following items ask you to write a brief answer to the question. The answer may require a word, phrase or sentence. It will not require any more than a very short paragraph at the most.

(Items are worth four points each.)

091-a Personnel Management is a function of the executive. However, the breadth of his duties requires that he delegate many aspects of personnel management. The Operating Official will, of necessity, reserve to himself certain areas of activity and make decisions concerning them. What are these areas of activity?

092-a The Operating Official relies on his Personnel Officer to advise him on matters concerning a highly complicated and technical field. He is expected to know the answers or be prepared to get them quickly. It follows that certain aspects of personnel management are clearly assignable to the Personnel Officer. What are some of these areas?

052-a Define the "Performance of Duty" standard of the Federal Employees' Compensation Act.

055-a How much survivor annuity will the widow or widower of an annuitant receive if the annuitant elected to have all of the annuity reduced for survivorship?

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- 005-a What legislation established a comprehensive system of job evaluation for the first time in the Federal Government and provided a valid basis for giving equal pay for equal work?
- 025-a List briefly some of the activities the Director of Personnel engages in to ensure that the Agency's personnel assets are utilized to the fullest degree possible.
- a.
 - b.
 - c.
 - d.
- 122-a What are the basic differences between a Contract Agency[†] and a Contract Employee?
- 125-a What is the purpose of the [REDACTED]

25X1A

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126-a What ~~is a contract?~~ ^{is} a contract?

An agreement between two parties to do or not do a certain thing.

136-a Does the Director of Training have any official interest in the course in which you are now engaged as a student? Why?

Yes. The D. of T. has an official interest in course conducted by other components & in training received at non-CIA facilities.

104-a What are the travel insurance plans available to GEHA members?

Air Trip
Traveling
Emergency Travel
Fate Plan

103-a What requirement is placed upon the purchase of WAEPA, UBLIC or Mutual Hospitalization and Surgical Plan other than the necessary payments?

None if taken w/in 60 Days of EOD - otherwise Submission of a satisfactory Health Statement

106-a When do payments to the insured under the Special Income Replacement plan commence and how long will they continue?

on the 31st day of total disability - continue up to 10 yrs. for illness & as long as life for accident

111-a What is the distinction between the two types of R & R leaves, i.e., Standard and Special?

Standard - for those assigned to Hardship
Special - for specific cases of hardship due to overwork, tension, climate, etc.

112-a Of what benefit is the R & R Program to the Agency as an organization?
To the employee?

Agency: Designed to increase work efficiency.
Employee:

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146-a The creation of new positions or the transfer of positions from one unit to another should lead the Personnel Officer to consider consultation with and assistance from whom?

O & M Staff

120-a In handling contract personnel, why is a contract needed? Give at least two reasons.

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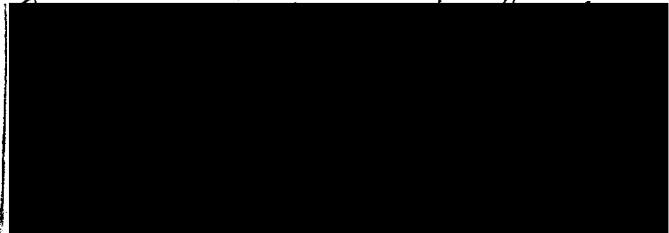
124-a In which of the three contract categories is the offset clause subject to negotiation?

The Contract Agent category only

~~121-a~~ What requirements must be considered prior to writing a contract for an individual being considered as a contract agent? Give at least two.

128-a List at least four provisions which should be included in a normal memorandum in lieu of contract.

Contract category
term & project change
Security approval
citizenship

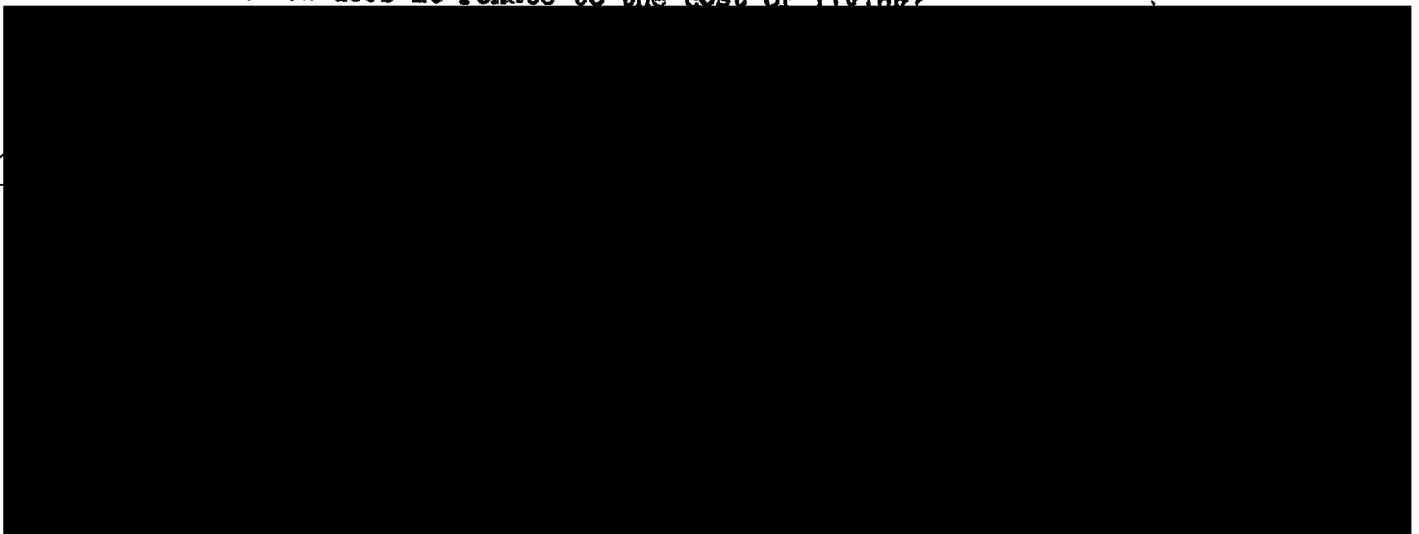


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129-a Which two officers must approve a commitment, express or implied, concerning the conversion of a contract individual to staff status?

Director of Personnel
Director of Security

132-a What is the intended purpose of establishing a differential and how does it relate to the cost of living?



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138-a What are the four schools established within the Office of Training?

1. Intelligence School
2. School of International Communism & the USSR
3. Language & Area School
4. Operations School

145-a How can requests requiring action by the Management Staff be expedited?

By early informal consultation.

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17
26
36
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156
60
24
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139
157
295

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Instructions for Discussion Questions: The following questions are designed to allow you to think about a larger or more complex body of information. These questions generally deal with personnel programs, policies or problems. In answering the questions you will do better to maintain a broad perspective than to focus on any specifics within the area under discussion. **YOU ARE REQUIRED TO ANSWER ALL THREE QUESTIONS.** (The value is given after each item)

- 030-a** Describe in a brief paragraph or two what you consider to be the major objectives of the Agency's Personnel Program. (10 points)
- 151-a** Your Division Chief wants his Branch Chiefs briefed concerning the support they can expect to get from you as a Personnel Officer. Outline your presentation to the Branch Chiefs indicating briefly the topics you would cover. Include in your outline an indication of how other Agency components support you and some indication of areas of responsibility and interrelationships as they bear on these problems. (20 points)
- 250-a** In your own words discuss (not list) the characteristics of an effective Personnel Officer. Show how such characteristics contribute to successful personnel management and through it to the achievement of broad Agency goals. (30 points)

Clearly label your answers with the numbers to the left of the questions.

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